

OPERATIONS

OVERVIEW

The Operations Division (OPS) is responsible for providing all faculties and other support divisions within the institution with facilities needed for their academic, research and other related functions, to ensure that they perform their work well and flourish. OPS also ensure that the institution is safe and secure and complies with all safety regulations. It is therefore responsible for all components of the institution's Strategic Objective Six regarding Fitness for Global Excellence and Stature. This report presents an overview of performance trends in key measures and the extent to which the 2016 targets have been achieved.

Through the execution of its functions, the Division also aligns with the following strategic objectives:

- Excellence in Research and Innovation
- Excellence in Teaching and Learning
- International Profile for Global Excellence and Stature
- Enriching Student-friendly Learning and Living Experience
- National and Global Reputation Management.

The past year saw remarkable planning and execution in the following six key areas, which helped the Division to improve its delivery:

- Introduction of the project prioritisation model in terms of the budgeting process for projects, achieved with great success.
- The creation of OPS portfolios to ease work and responsibilities within the Division. This also entailed the creation of portfolio committees for each of these portfolios.
- The repositioning of Central Technical Services (CTS) as the Project Management Office (PMO).
- The assessment of all student residences to enable work to be done to enhance the current excellent student experience.
- Stakeholder engagement processes, which enabled OPS to consult with the various faculties and divisions to update them on current and planned work.
- The development of project charters for all projects done by the Division, as part of addressing some of the audit queries raised by KPMG. This accompanied the creation of the Campus Master Plan Steering Committee.

The above six areas will assist the Operations Division to run its operations smoothly from 2017 onward.

STRATEGIC OVERVIEW

Divisional objectives

The several portfolios referred to above and listed in the following table drive the Division's strategic objectives in support of the institutional objectives.

Table 1: Divisional strategic objectives

Divisional strategic objectives	Portfolio
Strategic planning for and maintenance of the University of Johannesburg's physical infrastructure within the framework of the University's Infrastructure Master Plan	Campus Maintenance
Security and protection of the physical infrastructure of the University and of the staff, students and members of the public, utilising such infrastructure	Security
A safe and healthy environment for employees and students of the University of Johannesburg	Occupational Health and Safety
Provision of excellent facilities for academic activities to occur	Teaching and Learning
Provision of excellent student accommodation/residences	Student Residences
Provision of accommodation to all international and national researchers	Academic Accommodation
Energy efficient management	Sustainability
Access for People with Disability to all the institution facilities	Compliance
Availing great facilities to all within the institution	Infrastructure
Approval of all major building projects and acquisition of physical assets	Central Technical Services

Portfolio focus and targets

As indicated above, a number of portfolios were created in 2016 based on the portfolio facilities management methodology. These portfolios are aligned with the strategic framework for the development of campuses by implementing key initiatives derived from the six strategic objectives of the University. Portfolios may overlap in terms of the benefits they provide, but for record purposes, each portfolio is discussed according to the particular strategic objective that it most aligns with.

- **Strategic Objective One: Excellence in Research and Innovation**

- **Infrastructure Portfolio:**

- The portfolio charter was developed and approved during 2016. Space management activities provide information regarding space use and space planning purposes. The Infrastructure Portfolio has set up processes for regular engagements with Student Affairs and faculties. The DHET Norms and Standards on Student Housing, which refer to the provision of student accommodation, also align with Strategic Objective One and allow the various projects under way to address the standard of student accommodation appropriately.

- This aspect also links directly to Strategic Objective Four – that of an enriching student-friendly learning and living experience.

- **Strategic Objective Two: Excellence in Teaching and Learning**
 - Teaching and Learning Portfolio:
A project manager was allocated to this portfolio and the necessary project charters were approved. The portfolio addresses all the teaching and learning needs and requirements of the four University campuses.
 - Sustainability Portfolio:
A project manager was allocated to this portfolio and the portfolio charter was approved. The objective of the portfolio is to address all sustainability matters on all campuses of UJ. Collaboration with FEBE has commenced. The formal UJ Sustainability Policy was developed and tabled for approval in August 2016.

- **Strategic Objective Three: International Profile for Global Excellence and Stature**
 - Campus Master Planning Portfolio:
The establishment and activation of the Campus Master Plan Steering Committee will assist with all portfolios and initiatives by providing a platform through which Strategic Objective Three can be realised. The planning and development of infrastructure and related capital projects that support Global Excellence and Stature will be enhanced and the profile of the University systematically improved in a consistent manner.

- **Strategic Objective Four: Enriching Student-friendly Learning and Living Experience**
 - Student Residence Portfolio:
A project manager was allocated to this portfolio and project charters for all residences work were approved. Residence upgrade projects were implemented, and a significant number completed in 2016 across all campuses. All work needed for residence refurbishment was identified per residence, which allowed UJ to work towards addressing the norms and standards as required by the promulgated DHET Policy on Student Housing.
 - Library Upgrade Project:
The Library Upgrade Project has significantly improved the study and learning spaces in the libraries at APK, APB and DFC in support of Strategic Objective Four.

- **Strategic Objective Five: National and Global Reputation Management**
 - Although operational projects do not directly support Strategic Objective Five, the establishment and activation of the Campus Master Plan Steering Committee will assist with all portfolios and initiatives by providing a platform through which to support National and Global Reputation Management.

- **Strategic Objective Six: Fitness for Global Excellence and Stature**
 - The introduction of the Campus Master Plan Steering Committee will provide a platform for the integration of the many different initiatives that support the University's Strategic Objective Six. The following initiatives were identified: improvement of the campus libraries; wayfinding projects; improvement of accommodation; participation in community projects; and initiatives that either create or improve the overall experience of staff, students and visitors at UJ.

Project Management Office

The profile of the Central Technical Services project management function was adjusted in terms of the implementation of a portfolio based on project management methodology. As such, the Central Technical Services has been repositioned as the Project Management Office with the objective of managing the various projects and portfolios within a portfolio-based methodology, an approach that will better align staff and resources with the UJ Strategic Objectives.

Through the course of 2016, the Project Management Office managed various projects in the following portfolios: Student Residences, Teaching and Learning, Occupational Safety, Infrastructure and Sustainability, and completed 13 such projects.

GOVERNANCE FRAMEWORK

OPS reports to the following UJ Council Committees:

- Planning and Resource Committee of Council
- Risk Management Committee of Council
- People with Disabilities Committee of Council.

In addition, OPS reports to the University Management Executive Committee (MEC), and various other committees.

The governance of the Operations Division is regulated by:

- UJ Finance and Procurement Policies and Procedures
- The Operations Annual Performance Plan
- The UJ's Campus Master Plan.

The UJ Campus Master Plan of 2013 is the approved infrastructure interpretation of the strategy of the University and was the basis and guideline of what informed the UJ Infrastructure Plan of 31 July 2014. It included key programmes, such as the consolidation of the Faculty of Management on APB Campus and the creation of the Johannesburg Business School. Planning for DFC Campus projects, which include the expansion of the Faculty of Engineering and the Built Environment and the Faculty of Health Sciences Medical School, started in 2016.

This is also in line with the capital project planning focus, a review of the UJ Campus Master Plan, which was completed in 2014. The revised UJ Campus Master Plan subsequently informed a review of the original UJ Infrastructure Plan during 2016.

RISK MANAGEMENT

A Risk Register is consistently managed by bringing forward and updating identified or new risks at monthly OPS Management Team and Risk Management meetings, throughout the year. Each portfolio within the Division based their 2016 budget on the mitigation and reduction of risks, which were identified through internal and external audit reports, meetings of the Risk Management Committee of Council, and various committee structures and forums. The monitoring and mitigation of risk areas that have financial, environmental, and reputational impact will continue to be prioritised. A number of mitigating measures have been implemented to address areas that require

more focus, and appropriate accountability has been assigned. In 2016, most risks were managed down; however, two risks, Residual Risks 15 (earthing wires) and 16 (backlog maintenance), remained the highest within the OPS environment.

Risks and mitigation interventions/initiatives

- Lack of human resource capacity in CTS/PMO – A lack of appropriately skilled human resource capacity continued to affect the quality of services as well as the ability to service the full scope of services required of CTS/PMO during 2016. HR has been actively engaging in recruitment towards the end of 2016 and into 2017 to fill vacant posts.
- Non-compliance with regard to fume cupboards, chemical storage cabinets and extraction systems – The project for the design, installation and upgrading of equipment and facilities for Phase 3 DFC Fume Cupboards made further progress in 2016. Funding allocations will allow Phase 4 to start in 2017.
- Non-compliance with regard to overcrowding in APK Library – The Library Upgrade Project achieved practical completion on 27 June 2016, with smaller items subsequently completed. The outstanding component of the project is the DFC Library coffee shop, including the additional emergency exit stair and the lift for people with disabilities (PWD), which will be completed in 2017.
- Corporate Governance identified a risk with the signing of the Lift Contract maintenance agreements. The new PURCO Lift Contracts were sent for approval to Corporate Governance and for tender in June 2016. A total of 95% of the contracts were signed with work completed in 2016; outstanding contracts will still be finalised for signoff.
- Renewal of maintenance contracts for 2017 – New risks were identified in 2016 relating to maintenance contracts that had expired or were set to expire at the end of 2016. Engagements were held with service providers and Procurement to identify and mitigate potential risks to service delivery. The resolution was to renew contracts on a monthly basis, while the tendering process for new tenders and contracts or contract renewals was being finalised for 2017.
- The Deloitte Audit in 2015 had identified a number of shortcomings in the maintenance processes as well as the Archibus system. During 2016, mitigation efforts resulted in the completion of 80% of the preventive maintenance information in Archibus.
- The Capital Projects Planning and Execution Internal Audit Report issued in June 2015 with specific reference to governance, project prioritisation and business case development required additional implementation of the management action plans to resolve the audit findings during 2016, with the following table identifying progress made in this regard:

Table 2: Resolution of audit findings for capital projects planning and execution with reference to governance, project prioritisation and business case

Previous Rating	Number of Findings			
	Total Previous Findings	Findings Resolved	Findings Partially Resolved	Findings Not Resolved
Major	5	5	0	0
Significant	3	1	2	0

Minor	1	1	0	0
Total	9	8	1	0
Percentage	100%	88%	12%	0%

Way forward

Effective financial governance, internal controls and risk management are essential elements for the sustainability and growth of the institution. The number of risks with a rating of over 16 (residual risks) is targeted to decrease to 10 in 2017, with further annual reductions to four by 2020. Of the 2016 internal audit queries, 60% were resolved by OPS in 2016. All senior staff members were trained in critical risk management techniques. Greater awareness and knowledge will reduce and ultimately eliminate the number of failed projects due to risk issues not being identified during the decision-making process.

The implementation of the management action plan deriving from Internal Audit reached 30% in 2016, which was the target for the year. This will increase to 100% in 2017. This process is guided by the implementation of the KPMG recommendations. Similarly, the implementation of the management action plan deriving from External Audit was set to reach 100% in 2016, but only 80% was achieved. Achievement of these targets will result in full implementation of the risk management action plan in 2017. The risk management function will be enhanced by the implementation of risk management strategies promoting compliance, risk management training and the creation of a Project Management Office Project. The PMO will be responsible for business case development, project prioritisation and project planning.

The most important project initiated in 2016 was the revamp of all lecture venues within the institution. This project will take 24 months to complete. The process will start with the assessment of all lecture venues and consultation with the academic sector, the Registrar and the Academic Development Centre, to determine criteria for future UJ lecture venues. Consultation with these stakeholders, which will be coordinated by the Registrar, will be followed by the submission of a proposal/recommendation to OPS at the end of April 2017. The renovation project will start in July 2017 and conclude in July 2019.

PERFORMANCE ANALYSIS

The performance analysis was organised in terms of the key institutional strategic objectives for which the Operations Division has responsibility; and through reviews of performance against the key performance measures, as they are included in the Annual Performance Plan (APP).

Strategic Objective 6: Fitness for Global Excellence and Stature

Responsible stewardship of the environment relates largely to our response regarding energy and water consumption, reduction of the carbon footprint and waste management. The institution is required to reduce energy consumption at a rate of 10% per annum. With only a 1,3% reduction in 2016, this target was not achieved. A plan of action has been put in place to reduce energy consumption, and a more rigorous focus on monitoring both the monthly and annual electricity bill and a reduction in the percentage of unaccounted electricity delivery will be pursued to improve performance in this area.

With regard to water consumption, the target for usage reduction was 6% in 2016, and this target was achieved by a reduction of more than 12%. Average water usage per campus increased marginally by 2% from 693 078 kl in 2014 to 706 765 kl in 2016.

The institution managed to improve the level of reduction in the carbon footprint by 3.04% from 2015 to 2016, from 54 832 tons of CO₂ in 2015 to 53 164 tons in 2016.

Legal compliance aims to improve the level of satisfaction with support divisions. Satisfaction with support divisions improved from 3,0% in 2014 to 3,5% in 2016.

Strategic planning for maintenance of physical infrastructure at the University of Johannesburg

The **maintenance strategy** relating to this objective improved drastically during 2016, especially at student residences. Much is still to be attended to as regards lecture venues. Although improvements have been recorded, the Division recognises the need to intensify efforts in the maintenance portfolio to ensure improvement in the quality of facilities and to provide a conducive environment for students to excel academically.

Maintenance management

The CTS/PMO is managing the Service Desk and Archibus Maintenance Management System in order to improve maintenance service delivery and establish a comprehensive maintenance strategy. Comprehensive maintenance consists of planned maintenance (PM) and reactive (unplanned) maintenance.

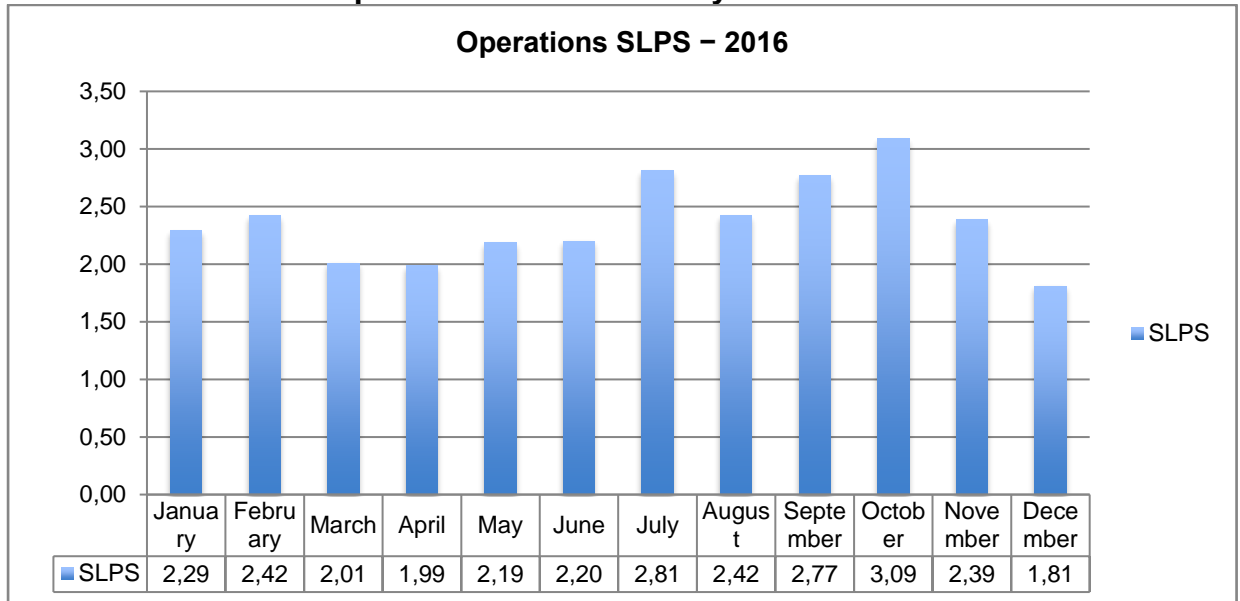
An assessment of the conditions of student residences was conducted with the assistance of BuiltCare, which included an assessment of the infrastructure changes required to meet the Government Gazetted Minimum Norms and Standards for Student Residential Housing.

Reactive maintenance

For reactive (unplanned) maintenance, CTS/PMO monitors the response by Campus Operations by means of a Service Level Performance Score (SLPS), which is a composite score that measures maintenance service response against a 48-hour standard. The score also incorporates a performance satisfaction rating by the client. Statistics of requests logged, processed and closed were used to calculate the SLPS figures with the aim of achieving a target of 3.5 (3 = Acceptable and 5 = Excellent). This includes a penalty for taking longer than two working days to respond to the client.

The graph below shows the overall maintenance performance for Operations in 2016. The overall average rating declined from 2015, with the average range being between 2.0 and 3.0, with a 3.0 achieved only in October 2016. Thus, performance was below the target of 3.5. A process to monitor performance for 2017 will be put in place.

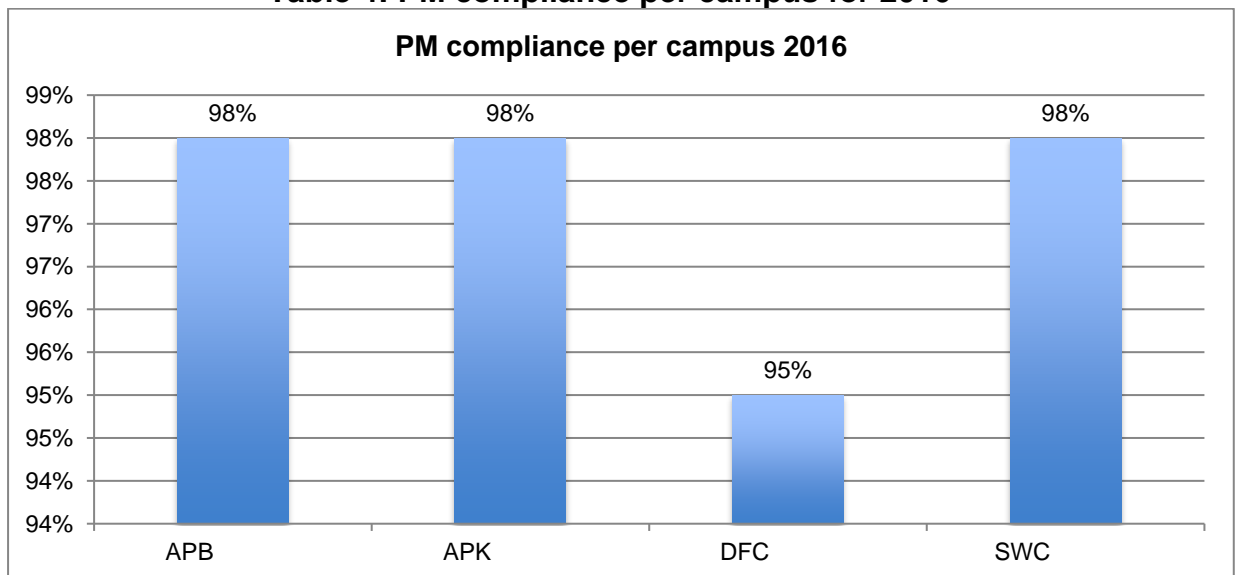
Table 3: Operations overall activity and SLPS for 2016



Preventative maintenance (PM)

PM compliance refers to the percentage of completed versus issued PM work orders each month. For a particular month, all PM work should be executed by the last day of that month. Contractors and maintenance teams have up to the end of the first week of the new month to return all paper work for capturing into Archibus. The graph below shows the PM compliance monthly statistics for the year 2016. During 2016, overall preventative maintenance compliance averaged 97%.

Table 4: PM compliance per campus for 2016



Outstanding work requests

During 2016, the Service Desk assisted in reducing the total number of outstanding work requests by regular reports and follow-up with the various staff on all campuses. The same target as in 2015 was adopted in 2016: to keep below 350 outstanding work requests. Outstanding work requests increased when full academic activities started.

This was reduced during the quieter recess periods. Lack of capacity in OPS to attend to and close out outstanding orders was a contributing factor to the statistics.

The average score (condition rating) for the institution's buildings remains at 2, which implies that UJ's buildings are still in good condition. The Division's focus for 2017 is on improving lecture venues and access to buildings for people with disabilities.

Backlog maintenance

The University's maintenance backlog amounted to R520 million in 2014. The plan is to reduce this on an annual basis, through allocating 35% of the Maintenance Project Budget to this challenge. In 2016, the backlog maintenance was reduced at all UJ residences (at APB, DFC, SWC and 5 of 15 residences at APK). Attention will be given to the remaining 67% of the APK residences in 2017. The plan to reduce backlog as regards lecture venues starts in June 2017. The revamp process will take 24 months and will commence in June 2017.

Universal access (access to UJ buildings by PWD) has been identified as a new key performance area that will be supported by measuring the percentage of building space accessible for the disabled as well as compliance with the South African National Standard 10400 Part S of 2011 (Facilities for persons with disabilities). The Disability Infrastructure Audit Plan will guide focus in this new area. The intention is to review the policy on an annual basis to ensure this group is adequately covered.

Safety and security

Protection of the physical infrastructure of the University and of the staff, students and members of the public

Addressing contact crime and contact related crime at UJ campuses was an ongoing process in 2016. Crime statistics are slowly decreasing. However, vandalism of buildings is on the increase, due to student protests during the #FeesMustFall campaigns.

The property related crimes performance area also recorded mixed results during 2016:

- Burglary at student residential premises decreased;
- Burglary at laboratories, lecture venues and libraries increased due to student protests;
- Theft of motor vehicles and motor cycles decreased;
- Theft of computers and tablets increased.

Challenges in this area will be addressed by the following new measures from 2017: the percentage of students and staff checked who exceed specified alcohol limits; the average time to respond to an emergency; the percentage of investigations finalised within 30 days; and the percentage of firearm investigations resulting in a referral for criminal prosecutions. Performance improvements will also be encouraged through enhancements of the Safety and Security Strategy.

Protection Services is completing an audit of all CCTV cameras to identify their location and functionality.

CONCLUSION AND WAY FORWARD

Significant improvements are required about maintenance and security. Looking forward, the Division has identified several priority focus areas for 2017, which will drive improvements in measuring the current suite of key performance areas for which all portfolios within the OPS Division portfolios are responsible. Improvements in these challenging core areas will have widespread impact in that they will address interdependencies in other areas or functions beyond the division. A number of priority projects have already started, and others are in the planning stage.